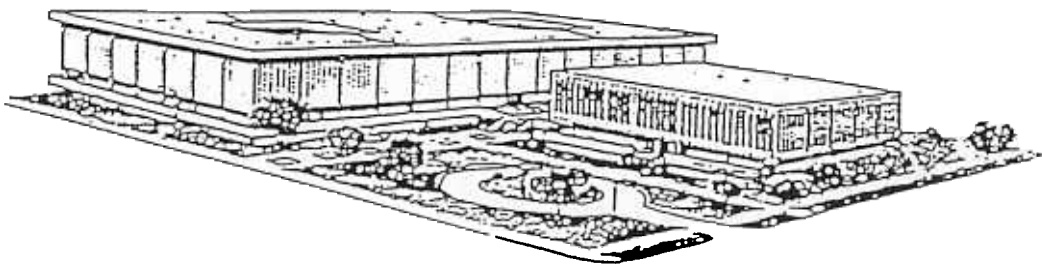


AFFIRMATIVE ACTION PLAN



“ESPRIT THROUGH UNITY”

AMEDD CENTER
AND
ACADEMY OF HEALTH SCIENCES
(PROVISIONAL)



FORT SAM HOUSTON, TEXAS

1 JULY 1991



DEPARTMENT OF THE ARMY
ACADEMY OF HEALTH SCIENCES, UNITED STATES ARMY
FORT SAM HOUSTON, TEXAS 78234-6100

REPLY TO
ATTENTION OF

HSMA-GEO (600-21a)

3 June 1991

MEMORANDUM FOR All Personnel Assigned to the Academy of Health Sciences,
United States Army

SUBJECT: Commitment to Equal Opportunity

1. The Army's Equal Opportunity Program is incorporated in AR 600-20, Army Command Policy. This is significant because it vividly indicates equal opportunity (EO) is an integral part of command and effective leadership. As Commandant, I wish to assure every member of the Academy that I fully concur with and support the Army's commitment to fair treatment and equal opportunity.
2. It has long been the policy of the U.S. Army to overcome and ensure the continued battle against discrimination predicated on race, gender, color, religion, or national origin. At the Academy, our goal is more than an attempt to meet minimum requirements of nondiscrimination. If we are to accomplish our mission to "Conserve Fighting Strength," concerted, direct, and aggressive action is necessary to encourage the removal of any inequalities. This requires dedication and commitment by all personnel. Commanders, supervisors, and leaders at every level remain particularly accountable for the EO climate in their areas of responsibility.
3. As members of the world's largest allied health care training facility, representing a cross section of many peoples of the world, we must constantly renew our conviction to wage war against all injustices in the EO realm. The Academy's Affirmative Action Plan (AAP), AHS Memo 600-3, is a viable tool in our efforts to achieve specific, measurable goals in this area. These goals, as outlined in the AAP, are easily met when we display the professional excellence which is one of the trademarks of our organization.
4. I charge each member of this command to join me in maintaining the high standards of professional conduct which are necessary to eliminate any doubts that we are committed to, and totally support, the Army's Equal Opportunity Program.

William L. Moore, Jr.
WILLIAM L. MOORE, JR.
Major General, MC
Commandant

Distribution
A

DEPARTMENT OF THE ARMY
Army Medical Department Center and Academy of Health Sciences (Provisional)
Fort Sam Houston, Texas 78234-6100

Memorandum
 No. 600-3

1 July 1991

Personnel - General
AFFIRMATIVE ACTION PLAN

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KEY REPORTING PERSONNEL

- Commander, Academy Brigade
- * Commander/Dean, U.S. Army Medical Equipment and Optical School (USAMEOS)
- Dean, Medical Field Service School (MFSS)
- Director of Training and Doctrine (DOTD)
- Commandant, AMEDD NCO Academy
- Director of Evaluation and Standardization (DOES)
- Chief, Information Management Division (IMD)
- Director of Combat Developments (DCD)
- Director of Support (DOS)
- Chief, Resource Management Division (RMD)
- Chief, AMEDD Personnel Proponent Division (APPD)
- Chief, Personnel Liaison Office
- Special Staff (Reports coordinated by Equal Opportunity Office)

* - Commander/Dean, USAMEOS currently has an Interservice Support Agreement with Fitzsimons Army Medical Center delineating Equal Opportunity Program support to USAMEOS.

CHAPTER

GENERAL

1. PURPOSE. This Affirmative Action Plan (AAP) identifies and establishes the objectives, responsibilities, and policies that provide and maintain an equal opportunity environment and promote supportive interpersonal relationships within the Academy of Health Sciences, U.S. Army (AHS). The goal of the AHS Equal Opportunity Program (EOP) is to assure equal opportunity for all assigned personnel, regardless of their race, color, religion, gender, or national origin.

2. REFERENCES.

- a. AR 600-20, Army Command Policy, 30 March 1988.
- b. HSC Supplement to AR 600-20, 4 May 1989.
- c. DA Pamphlet 600-26, The Department of the Army Affirmative Action Plan, 23 May 1990.
- d. HSC Affirmative Action Plan, 4 September 1987
- e. AHS Pamphlet 600-1, Handbook for Equal Opportunity Training, 28 December 1990.

3. SCOPE. The AHS AAP is a personnel management document. Each major command and principal subordinate command is required to develop and publish a major comprehensive Equal Opportunity AAP for all personnel.

4 APPLICABILITY. The provisions of this plan apply to:

- a. Military personnel of the Active Army, U.S. Army Reserve and Army National Guard assigned or attached to the AHS.
- b. All other U.S. Armed Forces personnel assigned or attached to the AHS.
- c. All civilian personnel assigned to the AHS
- d. Visitors and international students attending training at the AHS.

5. POLICY. The policy of the United States Army is to provide equal opportunity and treatment for uniformed members and their families, irrespective of their race, color, religion, gender or national origin and to provide an environment free of sexual harassment. This plan gives credence to and also requires positive action in support of this policy. It further reflects the high priority of these critical tasks and the commitment of the AHS to achieve equal opportunity.

- a. The Department of the Army (DA) and AHS policy:

Applies both on and off post.

- (2) Extends to soldiers and their families.

- (3) Applies to soldiers' working, living, and recreational environments.

b. Soldiers will not be assessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, color, religion, gender, or national origin except:

- (1) As the direct probability coding policy applies to women (see AR 611-101, AR 611-112, and AR 611-201).

As necessary to support other established affirmative action goals.

6. RESPONSIBILITIES.

- a. Commandant will:

Implement the overall Equal Opportunity Program for the Academy.

Provide guidance on EO policies and programs.

Establish objectives and goals to measure AHS progress.

- (4) Promote EO and interpersonal harmony for all military personnel, their family members, and civilian employees.

- (5) Monitor and assess the execution of EO programs and policies at all levels within AHS.

- (6) Assess compliance with EO directives by elements within the AHS.

- b. Commanders/Supervisors will:

- (1) Develop and implement actions required to support the AAP, its goals and milestones.

- (2) Actively support DA/HSC, AHS EO plans, policies, programs, and directives.

- (3) Take appropriate action to resolve and eliminate discriminatory/harassment practices and their effects on members of the command.

(4) Maintain a high degree of efficiency in the accomplishment of the mission, without arbitrary discrimination.

c. Chain of Command. The chain of command, whether military or civilian, is the primary channel for correcting discriminatory practice and for communications of EO matters.

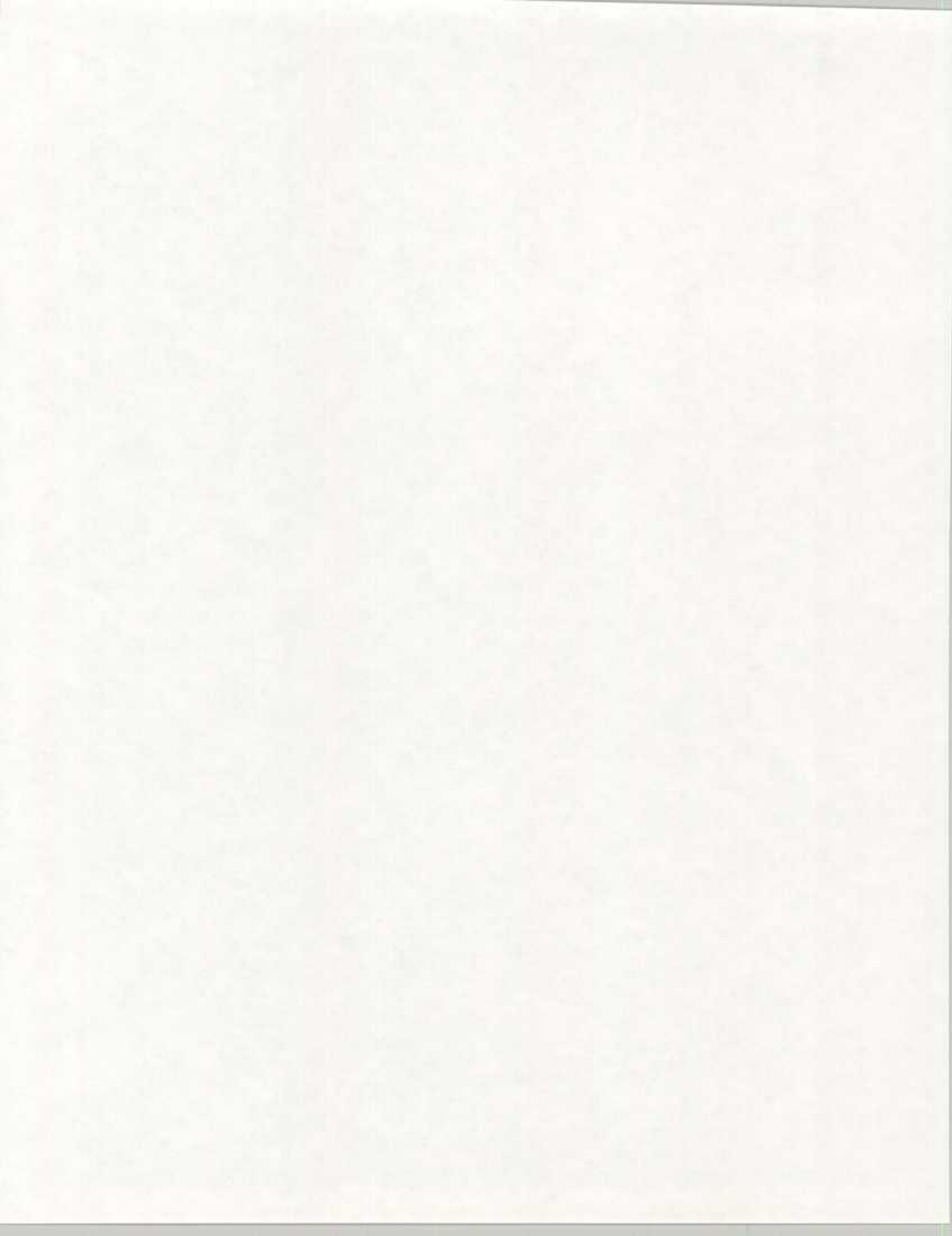
7. OBJECTIVES. The AHS AAP is designed to:

a. Assist commanders and personnel managers to take affirmative action to ensure equality of opportunity for all AHS personnel.

b. Establish a data base to allow for the statistical assessment of personnel actions to determine the existence of indicators of discrimination.

c. Assist commanders and supervisors to identify and eliminate policies resulting in unequal treatment of persons based upon race, color, gender, religion, or national origin.

8. FORMAT. The AAP requirements and milestones are listed in the tables on pages 2-2 through 2-14. Timetables have been established along a fiscal year base to provide a guideline for reporting, measuring and assessing progress, and recommending corrective actions.



CHAPTER 2

AFFIRMATIVE ACTION

GENERAL. This chapter contains affirmative action objectives, goals, milestones, and timetables.

a. Goals/Milestones. Goals and milestones are arranged in a timetable format to facilitate managerial efforts. Goals are not ceilings, nor are they base figures which are to be reached at the expense of requisite qualifications. In affirmative action efforts, goals are not quotas. The following guidance is provided to describe how goals are employed.

b. Goals are:

Planning objectives developed by commanders and staff functional managers.

Management facilitators.

Standards desired.

Achieved while maintaining requisite standards and qualifications.

(5) Developed based on a consideration of the pertinent variables which affect goal attainment.

Subject to revision.

(7) Realistic and achievable with a good faith effort.

Not quotas

Not mandatory.

c. Goal examples:

(1) Maintain close liaison between Army and minority and/or women's organizations in the civilian community.

Monitor indicators of relative interpersonal tensions within AHS.

d. Goal development. Commanders and staff element functional managers are responsible for goal development and the implementation of affirmative actions. Personnel holding these positions will allocate resources and positively influence the outcome of specific affirmative actions under their control. Commanders and functional managers are encouraged to directly involve their subordinates in the goal-setting process. Specific goals should be developed through a management by objective approach.

AFFIRMATIVE ACTION REQUIREMENT
Part I - Policy and Guidance

OBJECTIVE: Ensure AHS Personnel understand and adhere to Equal Opportunity Program guidelines established by DA, HSC and AHS.

BACKGROUND: Command emphasis and program monitoring by supervisory personnel is required to successfully conduct the AHS' EOP.

Subject Area	Proponents	Goals/Milestones	TIMETABLE AND REPORTING SCHEDULE			
			1st Qtr	2d Qtr	3d Qtr	4th Qtr
1. EOP Commitment Letter	Commandant Cdr, Academy Brigade	Publish and distribute correspondence expressing personal commitment to the EO Program.	--Within 30 days of assuming command--			
2. Administration	Commandant's Equal Opportunity Council (CEOC)	a. Review existing AHS AAP to determine compliance with DA AAP, HSC AAP and AR 600-20.		X		X
		b. Revise AAP to meet requirements of cited references and to address specific EO areas of concern.	---As Needed-----			
		c. Forward copy of AHS AAP to HSC, ATTN: HSEO.	---Upon Revision----			
3. Administration of Bde EOP	Cdr, Academy Brigade	a. Review existing Bde EOP to determine compliance with DA AAP, HSC AAP, AHS AAP and AR 600-20.		X		X
		b. Revise EOP to meet requirements of cited references and to address specific EO areas of concern.	---As Needed-----			
		c. Forward copy of BDE EOP to Commandant, AHS, ATTN: HSHA-GEO.	---Upon revision----			
4. Administration of USAMEOS EOP	Cdr/Dean, USAMEOS	a. Implement EOP UP of the current Interservice Support Agreement (ISA) with Fitzsimmons AMC.	---Ongoing-----			
	IG	b. Inspect the EOP at USAMEOS during scheduled AHS IG staff assistance visits.	--As scheduled----			

AFFIRMATIVE ACTION REQUIREMENT
Part I - Policy and Guidance

Subject Areas	Proponents	Goals/Milestones	TIMETABLE AND REPORTING SCHEDULE			
			1st Qtr	2d Qtr	3d Qtr	4th Qtr
5. Inprocessing Briefing	Cdr, Academy Bde	Brief incoming permanent party and student personnel on the AHS EOP. (See proposed format Appendix A).	----	Upon assignment	----	----
5. NCOER/OER	All Raters/Senior Raters	Ensure lack of support of the AHS EOP is considered in the narrative portion of military efficiency reports.	----	Ongoing	----	----
7. CEOC	Assistant Commandant	a. Conduct the CEOC meetings.		X		X
	EOO	b. Record the minutes of the CEOC meetings and forward to Assistant Commandant for review and for Commandant's approval/disapproval.		X		X
	Commandant	c. Approve/disapprove CEOC minutes.	----	Upon receipt	----	----
8. Ethnic Observances	EOO	a. Publish information regarding DA scheduled ethnic observances, e.g. Black History Month.	----	As scheduled	----	----
		b. Coordinate with members of AHS and other Ft. Sam Houston EO Offices for preparation of programs and events in conjunction with scheduled ethnic observances.	----	As scheduled	----	----
	Commandant, Directors & Directorate-Level Staff/Commanders	c. Encourage participation by all members of AHS in scheduled ethnic observances.	----	As scheduled	----	----

AFFIRMATIVE ACTION REQUIREMENT
Part I - Policy and Guidance

			TIMETABLE AND REPORTING SCHEDULE			
Subject Areas	Proponents	Goals/Milestones	1st Qtr	2d Qtr	3d Qtr	4th Qtr
9. EOP Exposure	Public Affairs Office	Promote the AHS Equal Opportunity Program by featuring articles based on DOD/DA/HSC/AHS activities for both community and post newspapers, periodicals, publications and broadcast media.	---	Ongoing	-----	-----

OBJECTIVE Ensure all members of the AHS have the opportunity for timely redress of grievances in EO matters with no fear of reprisal.

BACKGROUND: A comprehensive EOP must provide effective, well-defined procedures to address actions and policies which are inconsistent with stated EO objectives

**TIMETABLE AND
REPORTING SCHEDULE**

1st Qtr	2d Qtr	3d Qtr	4th Qtr
------------	-----------	-----------	------------

Subject Areas	Proponents	Goals/Milestones				
1. Establishment of complaint procedures.	Key Reporting Personnel	Utilize AR 600-20 to establish or revise procedures for the receipt and processing of complaints.	-----Ongoing-----			
2. Complaint receipt	Key Reporting Personnel	Ensure the Chain of Command/Supervision is responsive to the receipt and processing of complaints of discrimination.	-----Ongoing-----			
3. Complaint reporting	Key Reporting Personnel	a. Report complaints received to reflect type, validity, causative factors and disposition to Commandant, ATTN: HSHA-GEO. A brief narrative summary should be included for each case.	NLT 10th working day following end of fiscal quarter-----			
	EOO	b. Consolidate complaint reports received from Reporting Personnel. Identify trends and results of complaints. Provide consolidated complaint reports to CEOC.	X	X	X	X
4. Complaint assistance	EOO/IG	Provide Chain of Command and Key Reporting Personnel with guidance and/or assistance in the receipt and processing of complaints.	---As requested-----			

AFFIRMATIVE ACTION REQUIREMENT
Part III - Education and Training

AHS Memo 600-3

OBJECTIVE: Establish and conduct the Equal Opportunity Training Program for the AHS

BACKGROUND: EO training is required by AR 600-20

			TIMETABLE AND REPORTING SCHEDULE			
Subject Area	Proponents	Goals/Milestones	1st Qtr	2d Qtr	3d Qtr	4th Qtr
1. Attendance of quarterly EO Training (EOT)	Commandant/Commanders/Directors/Deans/Staff Office Chiefs	Ensure all assigned military and civilian personnel attend a minimum of one (1) hour of EOT quarterly. Training may be conducted on a centralized or decentralized basis, as described in 2 and 3 below.	X	X	X	X
2. Centralized quarterly EOT	EOO	a. Announce events projected to occur during ethnic observances which will be credited as EOT.	---	As Scheduled	----	----
		b. Schedule guest speakers to present EO topics of interest to members of AHS.	---	As Appropriate	---	---
		c. Conduct EOT sessions in conjunction with ethnic observances or in response to requests.	---	As Appropriate	---	---
3. Decentralized quarterly EOT	Commanders/Directors/Deans/Staff Office Chiefs	a. Ensure leaders/supervisors of functional work groups conduct quarterly EOT for personnel unable to attend scheduled centralized training or in the absence of scheduled centralized training.	X	X	X	X
		b. Submit AHS F/L 363 (Rev) (Appendix B) to Commandant, ATTN: HSHA-GEO.	----	NLT 15 days prior to scheduled training-----	----	----
	EOO	Monitor decentralized quarterly EOT.	---	As Scheduled-----	----	----

AHS Pamphlet 600-1 (A Handbook for Equal Opportunity Training) is available to assist leaders/supervisors in conducting EOT.

AFFIRMATIVE ACTION REQUIREMENT
Part III - Education and Training

Subject Area	Proponents	Goals/Milestones	TIMETABLE AND REPORTING SCHEDULE			
			1st Qtr	2d Qtr	3d Qtr	4th Qtr
4. EOT for leaders/supervisors	Assistant Commandant	a. Ensure members of CEOC receive training IAW AR 600-20 during scheduled meetings.		X		X
	EOO	b. Present EOT during Officer's Call.	----As scheduled----			
	EOO	c. Present EOT during NCO Call.	----As scheduled----			
5. Consolidate After Action report of EOT	Cdrs, Directors/ Directorate-Level staff	Submit AHS F/L 408, After Action Report of EO Training, to Commandant, ATTN: HSHA-GEO (see Appendix C).	--NLT 5th working day following end of each quarter			
6. EOT for student Officers and NCOs	MFSS NCOA	a. Present formal EO instruction during Officer Basic and Advanced Courses; Basic and Advanced NCOES and the Warrant Officer Candidate Course IAW para 6-2 and 6-14, AR 600-20.	----Ongoing-----			
	MFSS NCOA	b. Forward a schedule and lesson plan of EOT developed for presentation to student officers, NCOs and WOCs to Commandant, ATTN: Commandant, ATTN: HSHA-GEO.	----Upon request-----			
	EOO	c. Monitor student officer, NCO, and WOC EOT training .	----Ongoing-----			
	EOO	d. Ensure schedules, lesson plans and training are IAW AR 600-20, HSC Supplement 1 to AR 600-20, and DA Pamphlet 600-26.	----Ongoing-----			

AFFIRMATIVE ACTION REQUIREMENT
Part IV - AHS Equal Opportunity Areas of Emphasis

OBJECTIVE: Actively monitor EO areas of emphasis selected by HSC to provide information necessary to assess the AHS EOP.

BACKGROUND: Specified EO areas of emphasis must be monitored to fulfill reporting requirements IAW AR 600-20.

**TIMETABLES AND
REPORTING SCHEDULES**

Subject Area	Proponents	Goals/Milestones	1st Qtr	2d Qtr	3d Qtr	4th Qtr
EO Staff positions	EOO	Prepare a profile of EO staff positions. Section C, HSC Form 407-R(EEO) provides format	X	X	X	X
2. Key command positions	IMO	a. Forward AHS Staff Directory to Commandant, ATTN: HSHA-GEO.	---As published---			
	DOS					
	EOO	b. Prepare format of Key Command Positions using the format provided by Section B, HSC Form 407-R(EEO).	X	X	X	X
3. Enlisted Commissioning Program	PLO	Report the number of applications submitted for acceptance into an enlisted commissioning program to Commandant, ATTN: HSHA-GEO. Use format Section D, HSC Form 407-R(EEO).	---NLT 5th working day following end of each quarter---			
4. Military Justice	CDR, Acad Bde AHS Command Judge Advocate	Report the number of military justice actions initiated to Commandant, ATTN: HSHA-GEO, using the format provided at Section E, HSC Form 407-R(EEO).	---NLT 5th working day following end of each quarter---			
5. Enlisted Promotions	Cdr, Acad Bde	Report the number of enlisted personnel eligible for promotion to grades E-4 through E-6, and those actually promoted, to Commandant, ATTN: HSHA-GEO, using the format provided in Section F, HSC Form 407-R(EEO).	---NLT 5th working day following end of each quarter---			

AFFIRMATIVE ACTION REQUIREMENT
Part IV AHS Equal Opportunity Areas of Emphasis

			TIMETABLE AND REPORTING SCHEDULE			
Subject Area	Proponents	Goals/Milestones	1st Qtr	2d Qtr	3d Qtr	4th Qtr
6. Awards	PLO Cdr, Acad Bde Bn Cdrs	Report the number of personnel recommended for for awards and the number approved (IAW AR 672-5-1) to Commandant, ATTN: HSHA-GEO, using the format provided in Section G, HSC Form 407-R(E00)	--NLT 5th working day following end of quarter-----			
7. Complaints	All commanders/ supervisors	See Affirmative Actions Requirement (Part II - AHS Complaint Procedures).	--Ongoing-----			
8. Community Relations	Commandant E00	Establish liaison with the civilian community and other federal, state and local agencies in the area IAW para 6-7 and 6-20, AR 600-20, to encourage support and involvement in appropriate AHS EO activities and to monitor the local EO climate.	--Ongoing-----			

AFFIRMATIVE ACTION REQUIREMENT
Part V Commandant's Equal Opportunity Areas of Emphasis

OBJECTIVE: Actively monitor EOP areas of emphasis approved by the Commandant, AHS, to provide information necessary to assess the AHS EOP.

BACKGROUND: Specific areas of emphasis are identified by the CEOC in response to an ongoing assessment of the AHS EOP. Subject areas approved by the Commandant are included in the AHS AAP for monitoring and assessment

**TIMETABLE AND
REPORTING SCHEDULE**

Subject Area	Proponents	Goals/Milestones	1st Qtr	2d Qtr	3d Qtr	4th Qtr
1 Reenlistment	Cdr, Acad Bde	Report the total number of personnel eligible for reenlistment and those reenlisting (First Term, Mid Term, Careerist) by gender and AAP racial/ethnic designator (para 1-6, Chapter 1, DA Pamphlet 600-26). Forward reports to the Commandant, ATTN: HSHA-GEO, using AHS Form 560 (Appendix D).	--NLT 5th working day following end of quarter-----			
2. Membership on Boards/Councils/Committees	Officer providing membership recommendations (Ref: AHS Reg 15-1)	a. Ensure that recommendations for membership on selected boards/councils/committees adequately provide minority and female representation (Appendix E).	---Ongoing-----			
	Office of Record	b. Report membership of selected boards/councils/committees when formed to Commandant, ATTN: HSHA-GEO using AHS Form 557 (Rev) (Appendix F).	---NLT 5th working day following end of quarter			
3. Relief from Course	CDR, Acad Bde DOS	a. Develop reporting requirements for subject area to allow assessment of the profile of student personnel relieved from courses by gender and AAP racial/ethnic designators (para 1-6, Chapter 1, DA Pamphlet 600-26).	X			
		b. Coordinate with the appropriate program manager to determine if reporting requirements for AIMS/ATRRS can be satisfied.	X	X	X	X

AFFIRMATIVE ACTION REQUIREMENT
Part V - Commandant's Equal Opportunity Areas of Emphasis

			TIMETABLE AND REPORTING SCHEDULE			
Subject Area	Proponents	Goals/Milestones	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
4. Training Aids	DOTD DOS	a. Ensure that videotapes, films and other training aids produced at AHS accurately reflect the gender, racial and ethnic diversity of AHS and that the content of the training aids adhere to the guidelines of AR 600-20.	-----Ongoing-----			
	MFSS NCO Academy	b. Monitor films, videotapes and other training aids used at AHS to ensure that contents adhere to the guidelines of the AHS EOP.	-----Ongoing-----			
5. Publications	Cdr, Acad Bde BN Cdrs	a. Ensure minority/female oriented publications are available in unit dayrooms.	-----Ongoing-----			
	MFSS	b. Ensure minority/female oriented publications are available in the AHS Library.	-----Ongoing-----			

AFFIRMATIVE ACTION REQUIREMENT
Part VI - Evaluation and AAP Revision

OBJECTIVE: Measure accomplishment of AAP objectives and goals, evaluate program effectiveness and make revisions as necessary.

BACKGROUND: An effective EOP must provide quantifiable results and maintain sufficient flexibility to adapt to changes in the needs of the population it services.

**TIMETABLE AND
REPORTING SCHEDULE**

Subject Area	Proponents	Goals/Milestones	1st Qtr	2d Qtr	3d Qtr	4th Qtr
1 EOP compliance	EOO	a. Conduct assistance visits to all command and staff elements.	---Ongoing---			
	EOO	b. Provide command and staff elements with EO checklist (Appendix G) to assist in preparation for inspections.	---Ongoing---			
	Key Reporting Personnel	c. Monitor EOP compliance within AHS.	---Ongoing---			
2. AHS EO profiles	EOO	a. Initiate request to Chief, PLO for SIRCUS Report providing a roster of permanent party and student personnel listing name, rank, gender, religious code and AAP racial/ ethnic designation (para 1-6, Chapter 1, DA Pamphlet 600-26).	X	X	X	X
	EOO	b. Consolidate information received from SIRCUS to construct an AHS profile of student and permanent party personnel.	X	X	X	X
3 Racial Incidents	Cdr, Acad Bde Bn Cdrs Chief, Security Div EOO	Review and analyze Serious Incident Reports (SIRs) and Military Police blotter entries reflecting racial incidents.	---Ongoing---			

AFFIRMATIVE ACTION REQUIREMENT
Part VI - Evaluation and AAP Revision

Subject Area	Proponents	Goals/Milestones	TIMETABLE AND REPORTING SCHEDULE			
			1st Qtr	2d Qtr	3d Qtr	4th Qtr
4. Quarterly Course Critique	DOES	Coordinate with EOO to include EO questions in Student Assessment Questionnaire (SAQ) (AHS Form 539). Monitor SAQ results for trends.	----- Ongoing -----			
5. AAP Progress Report	EOO	a. Consolidate information received in the following functional areas: AHS EO Profiles (student and permanent party), complaints, education and training, HSC EO areas of emphasis, SAQ results and racial incidents.	X	X	X	X
		b. Utilize data received to compute Discrimination Indicators (DI) IAW DA Pam 600-43 to determine over-representation or under-representation in: Military Justice, Enlisted Promotions (E4 - E-6) Awards, Reenlistments, and Relief from Courses (when implemented) (Appendix H explains the procedures for computing DI's.).	X	X	X	X
		c. Provide report to CEOC.	X	X	X	X
6. Evaluation and Goal Revision	CEOC	a. Review and analyze reports made to CEOC. Discuss positive and negative trends and potential solutions to problem areas.		X		X
		b. Revise AAP objectives and goals.	--- As needed ---			
		c. Implement AAP changes.	-- Upon approval of Commandant -----			

AHS Memo 600-3

AFFIRMATIVE ACTION REQUIREMENT
Part VI - Evaluation and AAP Revision

AHS Memo 600-3

Subject Area	Proponents	Goals/Milestones	TIMETABLE AND REPORTING SCHEDULE			
			1st Qtr	2d Qtr	3d Qtr	4th Qtr
7. EO Annual Narrative and Statistical Evaluation Report	EOO	Prepare and submit an EO Annual Narrative and Statistical Evaluation Report to HSC, ATTN: HSEO, IAW Chapter 6-16, AR 600-20.	---NLT 31 October, following completion of FY-----			
8. AIMS/ATRRS Integration	EOO	a. Coordinate with the appropriate functional manager to integrate subject area reporting requirements into AIMS/ATRRS.	X	X	X	X
		b. Initiate AIMS/ATRRS reports on specific AAP subject areas if necessary.	X	X	X	X

CHAPTER 3

COMMANDANT'S EQUAL OPPORTUNITY COUNCIL

3-1 GENERAL. The Commandant's Equal Opportunity Council (CEOC) will meet a minimum of twice per fiscal year or at the call of the Chairperson. The Chairperson will be the Assistant Commandant. Minutes of the Council will be recorded by the Equal Opportunity Advisor and forwarded to the Commandant for approval. Upon approval, copies will be furnished to all CEOC members.

a. The following commanders/staff office chiefs, or their designated representatives, will serve as members of the AHS CEOC (the designated representative, when appointed, will remain as the only representative empowered to act and vote for their commander/staff chief):

Deputy Assistant Commandant for Training/Clinical Affairs
Deputy Assistant Commandant for Force Modernization
Commander, Academy Brigade
Director of Support
Director of Combat Developments
Dean, Medical Field Service School
Director of Training and Doctrine
Director of Evaluation and Standardization
Chief, Resource Management
Chief, Information Management Division
President, U.S. Army Medical Department Board (AMEDD)
AHS Command Judge Advocate
Inspector General
AHS Chaplain
AHS Command Sergeant Major
Chief, Personnel Liaison Office
OIC, Naval School of Health Sciences Detachment
Army National Guard (ARNG) Advisor
U.S. Army Reserve (USAR) Advisor
Commandant, AMEDD NCO Academy
Civilian Personnel Office Liaison
Chief, AMEDD Personnel Proponent Division
Senior Civilian, AHS
Member-at-Large (Female)
Member-at-Large (Minority)
Member-at-Large (Minority)
Member-at-Large (Minority)
AHS Equal Opportunity Advisors (non-voting members/recorders)

b. All other senior/special staff office chiefs are on call for discussion of the AHS Equal Opportunity Program. Additionally, the Council recommends policy changes, evaluates progress, and determines the effectiveness of the EOP and the AHS AAP.

3.2 Training. Meetings of the CEOC utilize optional training methods discussed in para 6-14, AR 600-20 and para 6-14 of HSC Supplement 1 to AR 600-20. Meetings of the CEOC fulfill the requirement presented in para 6-14, AR 600-20 and para 6-14, HSC Supplement 1 to AR 600-20 that commanders establish annual equal opportunity seminars for key leaders/supervisors.

APPENDIX A

AHS Equal Opportunity Program (EOP) Orientation

1. All inprocessing personnel will be briefed on the following:

a. Purpose. The purpose of the EOP is to ensure every member of AHS is treated equitably and professionally.

b. Commander's Role. Each Commander is responsible for the EOP within his/her unit. (If the Commander has appointed an EO Representative (EOR), then this should be noted.)

c. Complaint Procedures

(1) Soldiers will be advised of procedures for making complaints of discrimination. (Para 6-8 of AR 600-20 addresses complaint procedures.)

(2) Soldiers are allowed to use the Open Door Policy to voice complaints of discrimination directly to the Commander. The Open Door Policy is clearly posted on unit bulletin boards.

(3) Soldiers may visit the AHS Equal Opportunity Advisors or the IG (if response to problems from the chain of command is perceived as unsatisfactory). The right is theirs without fear of reprisal.

2. Additional instructions for permanent party personnel will be provided as follows:

a. Training.

(1) One hour of Equal Opportunity Training (EOT) per quarter is mandatory for all assigned permanent party personnel IAW the AHS AAP and AR 600-20. Training may be conducted in a centralized manner in conjunction with ethnic observances or in a decentralized manner at the functional working level. Members of the EO staff will assist persons assigned the task of conducting EO training, if requested.

(2) Additional EO training is provided to members of the CEOC. One Officer's Call and one NCO Call is devoted annually to equal opportunity. Finally, if deemed necessary, leaders/supervisors are responsible for conducting EO training for subordinate leaders/supervisors.

b. Additional Information for Officers and Senior NCOs.

(1) Officers and Senior NCOs will familiarize themselves with AHS EO requirements as outlined in the AHS AAP.

(2) Use para 6-8, AR 600-20 to brief Senior NCOs and Officers on established procedures for receiving and processing complaints. NOTE: Stress the importance of the chain of command in the role of complaint processing.

(3) Ensure Officers and Senior NCOs know that their support, or lack of support, of the EOP is considered in preparing military efficiency reports.

APPENDIX B

HSMA-

MEMORANDUM FOR Equal Opportunity Office

SUBJECT: Notification of Unit Equal Opportunity Training

1. Unit Equal Opportunity Training will be conducted for Qtr, FY ____
as follows:

a Primary Discussion Leader:

Alternate:

b. Topic:

c. Date:

d. Time:

e. Location:

2 POC in regards to this training will be:

SAMPLE

AHS F/L 363 (Rev)
30 Jun 89

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APPENDIX C

HSHA- (600-21a)

MEMORANDUM FOR Commandant, AHS, ATTN: HSHA-GEO

SUBJECT After Action Report of Equal Opportunity Training

1. Members of this organization have attended the following training sessions during _____ Qtr, FY _____.

Topic	Discussion Leader	Time & Date	Amount of Time	Number of Attendees

(NOTE: Attendance rosters should be filed in local organization files.)

2. Attendance of EO training during this quarter is further summarizes as follows:

- a. Total number of personnel assigned for training:
- b. Total number of personnel attended training:
- c. Total number of training hours

3. Additional comments:

AHS F/L 408 (Rev)
1 Jul 89

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Appendix D
Reenlistment Report

REPORTING PERIOD: _____

	WHITE		BLACK		HISPANIC		AMERICAN INDIAN/ ALASKAN NATIVE		ASIAN/ PACIFIC ISLANDER		OTHER/ UNKNOWN		TOTAL	
Subject	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Eligible First Term														
First Term Reenlistments														
Eligible Mid-Term														
Mid-Term Reenlistments														
Eligible Careerist														
Careerist Reenlistments														
COMMENTS:														

AHS Form 560 (Rev)
1 October 1981

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Appendix E

Minority and Female Membership on Selected
Boards/Councils/Committees

Membership on the following boards/councils/committees will be assessed to determine if minority and female representation is adequate:

- a. AHS Active Duty Evaluation Board
- b. AHS Academic Council.
- c. MFSS Academic Council
- d. AHS Awards Board.

APPENDIX F

MEMBERSHIP ON BOARDS/COUNCILS/COMMITTEES

REPORTING PERIOD

COMMITTEE: _____

CHAIRPERSON: _____

MEMBER SHIP	WHITE	BLACK	HISPANIC	ASIAN/ PACIFIC ISLANDER	AMERICAN INDIAN/ ALASKAN NATIVE	OTHER/ UNKNOWN	TOTAL
MALE							
FEMALE							
TOTAL							

AHS Form 557 (Rev)
1 October 1981

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APPENDIX G
Equal Opportunity Checklist

Organization _____ Date _____
 Commander/Supervisor _____
 Escort _____
 EO Representative _____

PART I - MANAGEMENT

	Yes	No	N/A
	(Check One)		
1. Are higher Headquarters Equal Opportunity Directives on hand?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. Commandant's Memorandum Subj: Commitment to EO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Commandant's Memorandum, Subj: Right of Military Personnel to Present Complaints to the EO Office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Brigade Commander's Memorandum on Commitment to EO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Brigade Commander's Memorandum on Right of Military Personnel to Present complaints.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The AHS Inspector General's Memorandum on Rights of Military Personnel to Present Complaints.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Does each organization have access to a copy of the following?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. AR 600-20, Army Command Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. AR 600-23, Nondiscrimination in Federally Assisted Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. AHS Pamphlet 600-1, Handbook for Equal Opportunity Training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. AHS Memo 600-3, AHS Affirmative Action Plan (AAP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Are AAP proponents accomplishing those goals falling within their areas of functional responsibility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Is the chain of command/supervision actively involved in the Equal Opportunity Program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the chain of command/supervision perceive the EO staff as helpful to accomplishing overall EOP objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

AHS Form 349 (Rev)

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PART II - ORGANIZATIONAL HARMONY

- | | Yes | No | N/A |
|--|--------------------------|--------------------------|--------------------------|
| 1. Do members of the command feel that equal opportunity exists within the command? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Is there evidence of negative polarization among ethnic groups within the organization? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Does the organization's records for the past six months indicate a trend in: | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| a. Article 15s. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. AWOL. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Assaults. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Complaints. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Trends noted/actions taken: | <hr/> | | |

PART III - COMPLAINT PROCEDURES

- | | | | |
|---|--------------------------|--------------------------|--------------------------|
| 1. Has a written procedure for receiving and resolving individual complaints or grievances been established and publicized? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Is this procedure effective and in use? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| How often is it publicized? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| What command assistance has been provided for resolution? | <hr/> | | |

- | | | | |
|---|--------------------------|--------------------------|--------------------------|
| Is there a point of contact to receive complaints? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Is the point of contact known to all assigned personnel? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PART IV - TRAINING

- | | | | |
|---|--------------------------|--------------------------|--------------------------|
| 1. Is the organization's EO training being conducted IAW AR 600-20 and the AHS AAP? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| a. Is there ample opportunity for attendance by all personnel? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Is subject matter consistently within the purview of equal opportunity? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Appendix H

Measuring Changes in Institutional Discrimination

1. An effective EOP must allow for quantitative assessment of the accomplishment of objectives. Institutional discrimination, a prime target of the military's EOP, has been defined as the difference in what happens to personnel in an organization. This difference (a) is correlated with race/ethnic background or gender; (b) results from the normal functioning of the organization and (c) operates to the consistent disadvantage of persons of a particular race/ethnic background or gender. This definition accounts for discrimination (deliberate or unintended) resulting from the racism/sexism of supervisors within the organization, or policies of the organization which cause this differential discrimination. The formula is shown below;

$$\text{Discrimination Indicators (DI): } \frac{\text{Actual \#}}{\text{Expected \#}} \times 100 - 100$$

2. Computation of the DI can best be described by using the following hypothetical example:

Given: The following data has been collected from a fictitious unit.
The EO dimension of concern is Article 15s (Military Justice).

1st Qtr, FY

<u>Category</u>	<u>Strength</u>	<u>Article 15s (Actual #)</u>
White Males (WM)	7500	120
Black Males (BM)	1400	100
Hispanic Males (HM)	1000	40
Other Males (OM)	100	0

a. The following steps should be taken to determine the DI for the Black Males (BM):

STEP #1. Determine total unit strength by totaling strength above
----- (7500 + 1400 + 1000 + 100 = 10,000).

STEP #2. Determine the total number of actions (Article 15s) by
----- totaling Article 15s (Actual #) column above (120 + 100 + 40
+ 0 = 260)

STEP #4. Determine expected # of Article 15s:

Expected # of BM $14\% \times 260 = 36.4$

STEP #5. Compute DI:

DI (BM): $100 (\text{actual} - 36.4 (\text{expected}) \times 100 - 100 = 174.7\%$

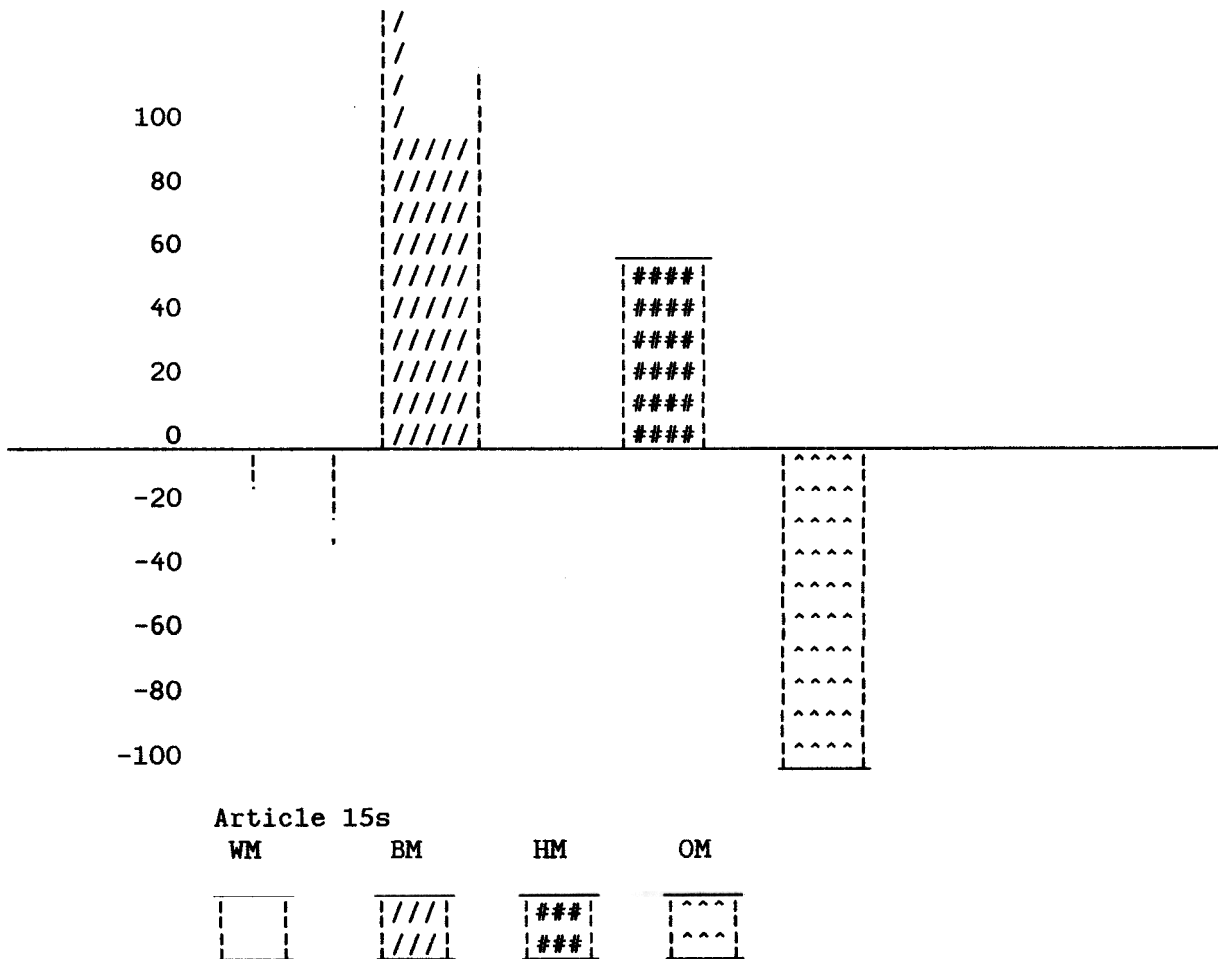
b. Computed in the same fashion, the following results are obtained:

DI (WM):

DI (HM): $+ 53.8$

DI (OM):

c. Results are typically displayed by a bar graph:



3. Extreme caution should be taken in interpreting DIs computed from organizational data. Two specific limitations must be mentioned:

a. When the expected number is very small, a change of one or two cases in actual number can result in large differences in the computed indicator. Special care must be taken in interpreting cases with an expected number of less than 50.

b. The results of computations from the hypothetical data summarized by the bar graph in paragraph 2 shows two causes for concern. The over-representation of (a) Black Males and (b) Hispanic Males in Article 15s. This indicates a possibility of discrimination taking place in the hypothetical unit. If results are obtained across other dimensions of interest which demonstrate the same pattern, either under-representation of Black and Hispanic Males in favorable actions, or their over-representation in unfavorable actions, a strong indication of discrimination would be established. A final caution should be heeded - DIs should not be used as blaming devices. They establish trends which can then be examined to isolate factors resulting in the disparate treatment of different groups of people. From that point, the commander/supervisor can take corrective action where necessary.

4. As used in the AHS AAP, DIs will be applied across identified areas of interest (Parts IV and V). Results will be interpreted and objectives and goals revised as needed. Then, as successively quarterly computations provide the data base, the successes and shortfalls of the AHS AAP can be determined.

Appendix I

Racial and Ethnic Designations

1. The following explanation and display of racial and ethnic designations have been standardized throughout the Department of the Army (DA). Racial designators are recorded in Section IV, Item 53, DA Form 2. Ethnic designators are recorded in Section IV, Item 70, DA Form 2. This information should be used IAW DA Pam 600-26 as outlined below to determine reporting designations required by the AAP Narrative and Statistical Reports.

a. Race/Population Group:

<u>Race/Population Group</u>	<u>Definition</u>	<u>Reporting Code</u>
American Indian	A soldier having origins in any of the original peoples of North America	R
Asian	A soldier having origins in any of the original peoples of Asia, including China, Japan and Korea.	M
Black	A soldier having origins in any of the Black racial groups of Africa or other areas.	N
White	A soldier having origins in any of the original peoples of Europe, North Africa of the Middle East.	C
Other	Member of a race not included above.	X
Unknown	Soldiers who do not know their race.	Z

b. Ethnic Group:

<u>Ethnic Group</u>	<u>Definition</u>	<u>Code</u>
Mexican	Soldiers of Mexican origin, their descendants and Chicanos.	
Puerto Rican	Soldiers of Puerto Rican descent.	4

<u>Ethnic Group</u>	<u>Definition</u>	<u>Code</u>
Cuban	Soldiers of Cuban descent.	9
Latin American	Soldiers from Central and South America and their descendants of Spanish heritage.	S
Other Hispanic Descent	Soldiers of Spanish extraction not delineated as Mexican, Puerto Rican, Cuban or Latin American.	1
Aleut	Soldiers of Aleutian descent.	8
Eskimo	Does not include Aleutians.	7
US/Canadian Indian Tribes	Soldiers belonging to US or Canadian Indian Tribes.	2
Chinese	Soldiers of Chinese descent.	G
Japanese	Soldiers of Japanese descent.	J
Korean	Soldiers of Korean descent.	K
Indian	Soldiers from India and their descendants	D
Filipino	Soldiers from the Philippine Islands and their descendants.	5
Vietnamese	Soldiers of Vietnam origin and their descendants.	V
Other Asian Descent	Soldiers of Asian descent not delineated separately as Chinese, Japanese, Korean, etc.	3
Melanesian	Soldiers of Melanesian descent.	E
Micronesian	Soldiers of Micronesian descent.	W
Polynesian	Soldiers of Polynesian descent.	L

<u>Ethnic Group</u>	<u>Definition</u>	<u>Code</u>
Other Pacific Island descent	Soldiers from the Pacific Islands and their descendants not delineated separately as Melanesian, Micronesian, or Polynesian.	Q
Other	A member of an ethnic group not included above.	X
Unknown	Soldiers who do not know their ethnic heritage.	Z

c. To avoid double counting of racial and ethnic group statistics, the following guide is provided to the AHS AAP proponent functional managers:

<u>Where Race Code Equals</u>	<u>and</u>	<u>Ethnic Code Equals</u>	<u>then</u>	<u>AAP Designation is reported as</u>
R		8, 7, or 2		American Indian/ Alaskan Native
M, C, N, X or Z		G, J, K, 5, D, V, 3, E, W, L, or Q		Asian/Pacific Islander
N		X or Z		Black, not of Hispanic origin
C		X or Z		White, not of Hispanic origin
C, N, X or Z		6, 4, 9, S, or 1		Hispanic
X or Z		X or Z		Unknown

Appendix J

Explanation of Terms

1. Affirmative Action: Positive actions by Department of the Army activities directed toward ensuring all soldiers and their families are afforded equal opportunity in the Army. Affirmative action includes identifying opportunities for minority groups and encouraging interest in these opportunities in order to compensate for disadvantages and inequities which have resulted from past discrimination.
2. Affirmative Action Plan: A management document that consists of a statement of attainable goals and timetables. It is designed to achieve equal opportunity for all military personnel.
3. Discrimination Indicator (DI): A statistical tool used to determine the effects of discrimination upon a group possessing common characteristics distinguishing them from the general population.
4. Equal Opportunity: Consideration and treatment based upon merit, fitness and capability irrespective of race, color, religion, gender or national origin.
5. Goal: An objective based on realistic, measurable prospects of attainment.
6. Institutional Discrimination: A difference in what happens to people in an organization which is (1) correlated with race, color, religion, gender or national origin; (2) results from the normal functioning of the organization and (3) operates to the consistent disadvantage of a particular minority group.
7. Minority: A segment of society which possesses common characteristics significantly different from that of the general population and which, because of past institutional discrimination, have been denied equal opportunity of access to educational opportunities, economic and social power.
8. Personal Discrimination: The action taken by an individual to deprive a person or group of a right because of race, color, religion, gender or national origin.
9. Proponent: An individual or organization charged with the responsibility for accomplishing a task.
10. Quota: A definite fixed number, a fixed proportion, a fixed range, an upward limit or ceiling which restricts upward mobility, or a downward limit which requires not less than a certain number. The major characteristic of a quota is the requirement for mandatory attainment.

11. Sexual Harassment: Unwelcome sexual advances, requests for sexual favors, and/or other verbal or physical conduct of a sexual nature when one or more of the following occurs:

a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.

b. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.

c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

HSHA-GEO

FOR THE COMMANDANT:

OFFICIAL:

DAVID C. JACKSON
Colonel, MS
SGS

Doreen Kae Nelson
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